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LESSONS LEARNED,
HEADQUARTERS

DEPARTMENT OF THE ARMY
525TH MILITARY INTELLIGENCE GROUP (U)-8
APO 96307

AVGJ-HOADM (9)

(11) 11 August 1966

(12) 19p

SUBJECT: OPERATIONAL REPORT - LESSONS LEARNED (FOR CONUS-65)
For quarterly period ending 31 July 1966.

SIGNIFICANT ACTIVITIES

MAR 22 1968

1. (C) S-1 Section:

a. (U) A central Senior Enlisted Promotion Board has been established at Group Headquarters. Since 1 April 1966 there have been 5 EM promoted to grade E-9; eight to grade E-8; and forty-seven to grade E-7, for a total of sixty-one personnel promoted to the top three grades.

b. (U) In June 1966, a re-deployment section was established at Group Headquarters. The establishment of the activity not only eliminated the delay in departure after arrival at 90th Replacement Battalion by processing and booking flights in advance; but also enables the Group to perform its mission to the fullest by having personnel available for duty two to three days longer than before. This additional time in no way increases the length of time an individual serves in-country, but rather eliminates the "bottle-neck" inherent in all replacement depots.

c. (C) The total assigned strength for the 525th MI Group and its subordinate units was increased from 1263 to 1727 by the arrival of packets from CONUS. The period covered by this increase is from 31 March through 31 July 1966.

d. (U) Procurement of Billets: During the reporting period a significant increase in officer and enlisted personnel strength was experienced by the command. A critical billeting shortage was alleviated in late June 1966 when billeting spaces for 82 officers were received from Headquarters Area Command in the form of 2 hotels and 1 duplex house. Further attempts to obtain more billeting spaces continue throughout the reporting period.

e. (C) Consolidation of Personnel Administration: During the reporting period a central administration section was established at the Group Headquarters with the capability of handling all aspects of personnel administration and to accomplish all administrative requirements levied upon the command by Headquarters, United States Army, Vietnam. This section operates in close coordination with USARV and is responsible for the administrative support of all personnel assigned or attached to the 525th MI Group. The section was organized as a proto-type personnel office, pursuant to the guidance in DA Pamphlet 600-8. The Group

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GROUP-4

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Commander now exercises direct control of the Personnel Section which operates under the staff supervision of the S-1. Personnel and equipment were pooled from the TCEs of the 519th MI Bn, the 1st MI Bn, 135th MI Gp (CI), 149th MI Gp (Coll), and upon approval the MTCE of the 525th MI Gp. The section now consists of 3 Warrant Officers and 40 Enlisted Men. The personnel presently assigned to the Headquarters and subordinate units were adequate to initiate operations. Requisitions for replacement personnel will be based on known losses presently slotted in authorized spaces, and the shortfall on authorized vacancies within incoming units.

2. (U) S-2 Section:

a. (U) Document Security:

(1) The Group S-2 Section processed 2743 separate SECRET documents, including logging, receipting, and destruction. Plans have been developed to transfer this responsibility to the classified message center of the S-1 Section.

(2) The Group S-2 maintains command staff supervision over the investigation presently being conducted by Company C, 519th MI Battalion concerning the possible loss and compromise of several SECRET documents.

b. (U) Personnel Security:

(1) The Commanding Officer, 525th MI Group has granted the following security clearances:

(a) TS - 3	ITS - 2	TSC - 15
(b) S - 30	IS - 22	SC - 37
(c) C - 86		CC - 0
(d) Validations - 72		
(e) Revoked - 1	Denied - 0	Suspended - 4

(2) The Group S-2 Section has assumed responsibility for validating the security clearances of all personnel assigned to this command. This assures a uniform policy for validations and initial briefings throughout the Group.

(3) S-2 has requested clearances and prepared passes for all indigenous personnel employed by Group Headquarters.

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c. (U) Physical Security:

(1) Physical security plans for all Group installations were prepared and submitted to USARV by the S-2.

(2) The Group S-2 conducted physical security inspections of the 519th MI Bn headquarters, the 1st MI Bn Headquarters and operations area, and Headquarters, Company B, 519th MI Battalion during June 1966.

(3) Restricted areas within the Group Headquarters compound were established on orders in July 1966.

3. (C) S-3 Section:

a. (C) During the period 1 May through 31 July 1966, the Technical Support Branch has increased to two officers and five enlisted men assigned, and one officer and two enlisted men attached. The attached personnel are assigned duties as the MACV J-2 Special Intelligence Photographic Coverage Team. Documentation/Tradescraft Section has expanded to include the issuance and control of all civilian and military type documentation to intelligence units having an operational need. During the month of June this Branch has assumed the responsibility of coordinating and giving technical support to all subordinate intelligence units in the Republic of Vietnam. Tradescraft operations continue on a sporadic but immediate action basis. Photo Section has been working at over 100% of capacity since mid-May; all indications are that the work will continue to increase. Liaison, on an amicable basis, continues with U.S. government agencies and military units.

b. (C) The MACV J-2 Photo Team project, Photographic Intelligence Coverage of all intelligence type units within the Republic of Vietnam, is over 50% complete. Tradescraft support primarily is being given to Det C-5, 5th Special Forces Group; however, this support remains available to all intelligence units within the Republic of Vietnam. Photo support continues to be rendered to the American Embassy, MACV J-2, Det C-5, 5th Special Forces Group, Headquarters and C Companies of the 519th MI Battalion, and additionally to the 18th Chemical Detachment, the liaison officer to the 1st Infantry Division, CICV, and Operation Hawthorne. During this period our Photo Section has taken approximately 788 black-and-white size 4x5 photographs and 41 36-exposure rolls of 35mm color film; photo personnel have processed 7 rolls of 16mm film, 84 rolls of 35mm film, 788 4x5 size black-and-white negatives and also exposed and processed 332 polaroid prints. From these negatives a total of 2,228 2x2 size prints, 1,270 4x5 size prints, 2,311 5x7 size prints, and 3,348 8x10 size prints were made. Documentation Section, since 16 May 1966,

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has issued a total of 562 documents. Of these, 135 documents were issued in duplicate making a grand total of 697 individual documents issued to operational personnel. Research on "Small Development Requirements" continues as the need arises. A letter has been dispatched to IIDO, Fort Holabird, Maryland requesting a rapid film developer and special technical intelligence equipment to include a study on jungle communications and technical bulletins. DAME, DASE, and Lie Detection Sections remain inactive due to the shortage of personnel. ✓

c. (C) Liaison with CAS/Saigon and military intelligence units continues in good harmony. Liaison has been established with the Operational Support Detachment, 500th INTC Group, Tokyo, Japan, to supplement our technical support capability.

d. (U) The Plans, Training and Organization Branch has continued work on the Modification Table of Organization and Equipment (MTOE) for the Group Headquarters. In addition, the section has provided guidance and coordination to subordinate elements in the development of their MTOE's. The Group Headquarters MTOE is, at present, approximately 90% complete. The mean percentage of completion for all MTOEs being developed by this headquarters and subordinate elements is approximately 70%.

e. (C) A total of 387 newly arrived intelligence personnel have received orientation training under the direction of the PT&O Branch. This orientation has included the Group Commander's welcome, a welcome by ACofS, J-2, MACV, and classes concerning various phases of intelligence operations in Vietnam.

f. (C) During the reporting period, the Collection Branch was responsible for monitoring and providing limited guidance and assistance in operational matters to Company C, 519th Military Intelligence Battalion. On 1 June 1966, the Collection Branch undertook operational control of collection activities of Company C, 519th MI Bn. Significant operational activities are listed below:

(1) Copies of all current Operation Plans (Bilateral) were submitted to J-2 MACV for forwarding to CINCPAC and DIA.

(2) The Quarterly PROCCA Report was drafted by this Headquarters, coordinated with Company C, 519th MI Battalion for additions, revisions, and/or comments, and submitted to J-2, MACV in final form on 12 July 1966.

(3) A Quarterly Review and Analysis Report is currently being prepared. This report will provide a critical analysis of all bilateral and unilateral collection operations and will include production, funding, agent assets, combat responses, evaluations and recommendations. This report is in response to MACV SOP and will be presented to the J-2 in both written and verbal form.

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(4) Discussions regarding the continuance of Blackhawk Operations under a bilateral concept were held among representatives of J-2, MACV, 525th Military Intelligence Group and Company C, 519th Military Intelligence Battalion. A Staff Study/Position Paper is currently being prepared by representatives of the above organizations to support recommendations presented.

(5) Requirements were received from J-2, MACV to initiate and establish collection efforts against selected priority targets and to amplify efforts toward collection of information on VC Tax Collection System. Extant operations are being reviewed for expanding existing efforts against the VC Tax System and planning is in progress for targeting agents against the selected priority targets. These operations, under the bilateral concept, will be programmed into the unilateral effort in the future.

g. (C) On 15 June 1966, the 525th MI Group assumed operational control of Company B, 519th Military Intelligence Battalion, vice J-2 MACV, to prepare for this assumption of operational control, CI Branch accomplished the following actions:

(1) Copies of all operational files were obtained from Company B, 519th MI Battalion and J-2, MACV.

(2) All Special Operations were initially reviewed to assure compliance with objectives set forth the Operations Plans approved by J-2, MACV.

(3) All outstanding requirements between Company B and J-2, MACV were reviewed, files established and initial liaison with appropriate action case officers at CI Division, J-2, MACV was established.

(4) Several planning and policy conferences were held. Members of CI Branch, CI Division of J-2 MACV, and G-2, USARV attended these meetings.

(5) Company B Region Commanders were briefed by the Chief, CI Branch, 525th MI Group on the mission, organization and functions of the CI Branch.

(6) A study was conducted, and a resultant directive issued, requiring Company B to commence reporting combat intelligence type information on DD Form 1396 (Information Report (IR)). The IR permits rapid collation and retrieval of information. The IR will be used effective 1 August 1966.

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(7) Numerous briefings were prepared for visiting officers, to include the U.S. Army Chief of Staff, COMUSMACV, USARPAC G-3, Company B Region Commanders, the J-2, MACV, and newly assigned intelligence officers.

(8) A new Letter of Instruction for Company B, 519th Military Intelligence Battalion was prepared, and will be dispatched upon activation of the 135th MI Group (CI), replacing Company B, 519th MI Bn as the senior counterintelligence organization in the Republic of Vietnam.

h. (C) The Counterintelligence Branch was reorganized, due to the assumption of operational control and assignment of additional personnel. The Counterintelligence Branch now consists of four sections: Requirements; Special Operations; Investigations; and Administration.

i. (U) The reporting period marked the first sustained period of regular activity in the accomplishment of the mission of the Source Administration Branch. The workload jumped more than one hundred per cent from the first quarter.

j. (U) During this period, three additional personnel were assigned to the Branch. This still left the Branch one less than TOE strength. With the additional personnel, all increases in workload were handled without great difficulty. A sharp rise in Name Trace Replies resulted from the assignment of one person exclusively to the processing of this material.

k. (U) In late March, interim directives and procedures for Source Control were issued to subordinate companies. The format for Name Trace Requests was specified in these directives. This resulted in elimination of the administrative confusion which had been engendered by the previous use of differing formats. Because of the trouble of carding Vietnamese names by family name (the usual way), a system of filing by given name was established. This has proven to be a most practical method. By the end of July, Source Administration had processed and filed over two thousand names.

l. (C) The number of Name Trace Requests soared from twenty-six in March to a total of six hundred forty-one by the end of June. Replies rose from two in March to four hundred and thirty-nine when June ended. Not only did subordinate units swell the numbers through their increasing activity, but all other US Intelligence agencies in-country began to trace through this branch as well. The processing of Name Trace Requests provided the major share of the work in the branch.

m. (C) New files were established during the quarter. A production record for each agent was established along with a companion list of all evaluated reports. A folder was also prepared covering the location

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and target area of each agent by political sub-division, and it, too, is updated regularly. These references have been used frequently to answer requirements levied by MACV and the S-3 here at Headquarters. The files thus far established have proven to be adequate to meet all questions and to provide the widest range of assistance to the S-3 and the Commander in their plans and programs utilizing these sources.

n. (U) On various occasions during the quarter, conferences and discussions were held between members of this Branch and the MACV Source Control Section. They were required for many reasons. Interpretation of the MACV Source Control Directive consumed much time. It had been written in a general manner, so that when precise questions arose they could only be solved in conference. This Branch also provided consultation and assistance in the preparation of a new MACV Directive and implementing instructions to be sent to the units under the jurisdiction of COMUSMACV. During this time the Quarterly Source Index Report was submitted to MACV. The report contained all pertinent information on each agent controlled by subordinate units. The information provided a quick and accurate record of the value of these agents.

o. (FOUO) Reports Control and Analysis Branch, S-3 Section, 525th Military Intelligence Group began initial activities in January 1966. The branch was assigned the following threefold missions:

(1) Provide an indexed repository of collection and counter-intelligence reports produced by subordinate elements of the Group.

(2) Perform a limited analysis of reports received, concentrating on report accuracy, timeliness and usability.

(3) Collect, collate, evaluate and disseminate operational data to subordinate and other elements upon request.

p. (FOUO) Initial work was directed toward providing an indexed repository of reports. A survey was made of collection and counterintelligence reports to determine general and specific subject areas covered in the reports. A subject code was established and all reports were thus classified. The subject code, the 10,000 meter UTM grid coordinates bracketing the area of action described by the subject code, and the subordinate element's project and source supplying the information were used as the primary means of identifying each report. Cards were compiled covering each subject contained in a report, as well as cards describing the parameters listed above. Through this system it was possible to locate reports by content, location of action, and source. However, the original intent was to develop a file system which would be easily transferable

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to electronic data processing (EDP), the transfer to which would allow many additional parameters for withdrawing information. The initial transfer to EDP began in May 1966. The additional parameters added for retrieval purposes included: Provinces, Districts, dates of information, report numbers, eight digit coordinates, security classifications, Corps Tactical Zones and special geographic areas of interest. The information described by each subject code was then summarized and placed in the system in plain text. At the present time over 5300 reports have been incorporated into the system. The full potential of the system has not yet been realized, but it is felt that it will be most useful to the Counterintelligence and Intelligence Operations Divisions, J-2, MACV, to Group subordinate elements and eventually to CI and Collection elements serving with field units. In addition, the system places an advantageous management tool in the hands of the Group Commander.

q. (FOUO) An additional EDP program which will assist in the analysis of reports, production, timeliness, and evaluations is in the formative stages. When the program becomes operational it will greatly assist the S-3 Section in submitting reports presently required by higher headquarters. As a result of the programs, the Branch's analysis function can be expanded and will prove to be a greater assistance to the S-3 Section.

r. (FOUO) Operational data in the form of studies, reports, maps and publications has been collected and thus far partially collated. The branch holdings of this information are sizable and are growing rapidly. Liaison visits in South Vietnam and Okinawa have proven to be lucrative. An index of documents on hand in the branch has been published and distributed to higher and subordinate headquarters. In order to keep users informed of the information currently available, a monthly update will be published. EDP applications for a more precise indexing system are presently under study.

4. (U) S-4 Section:

a. (U) The S-4 has been directly involved in the establishment of the command in station and TO&E type property and real estate. During the reporting period, S-4 has been responsible for construction of buildings and a mess hall in the Group Compound Area. Planning and equipping a 200 man mess began in late November 1965 in anticipation of enlarged demands on the Group Headquarters. Coordination has been effected for equipment and provisions for rations have been made.

b. The S-4 handles 29 recurring reports on a monthly and quarterly basis, dealing with material readiness, transfer of property, ammunition, forecasting of transportation requirements, Red Ball Express utilization. In addition to requirements directly involving the HQ, all reports from subordinate elements assigned and attached are coordinated through the group S-4.

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SECTION II

(part 1)

LESSONS LEARNED

Personnel Administration

Item: (U) Value of consolidation of administration section.

Discussion: (U) The consolidation relieved the unit commanders of the responsibility for records maintenance and various other personnel administrative responsibilities. It assured an adequate number of specialists in one location to provide personnel services to all personnel assigned to the command and thus has overcome the imbalance in existing TO&E authorizations. All statistical reports, personnel requisitions, and individual personnel actions (to include pay actions) are now handled by one office thereby standardizing procedures and decreasing the flow of paper work which had been passing through subordinate units by at least 50%. A consolidated personnel section provided more timely service in routine actions and enhanced the ability of the command to meet suspense dates established by the G-1 and AG, USARV. Because the rotation of personnel is, and will continue to be a problem, this consolidated personnel section was needed to assure effective control of the personnel redeployment schedule.

Observation: (U) This consolidation assured a uniform system of in and out processing for all personnel assigned to the command. The chief advantage of the consolidation is the immediate availability of personnel information to the Group Commander without the requirement of feeder reports from subordinate units.

Intelligence Principles

① Item: (U) Intelligence principles as described in manuals and as taught in schools are valid in bilateral operations, but modifications are necessary.

Discussion: (U) It has been found that the general principles expounded in manuals and at the Intelligence School are as valid here in Vietnam as elsewhere. However, there is a tendency to sidestep them in bilateral operations for the sake of expediency. Because of the unique situation called bilaterals, there is not a great deal of background experience that can train people in the eccentricities and demands of the work in bilateral operations.

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Observation: (U) If it is not being done now, courses in the Intelligence School should be modified, to the extent practicable, to include examples of the current operational problems faced here in Vietnam working with counterpart personnel and organizations.

Intelligence Training

Item: (U) There is a necessity in intelligence operations to provide adequate training of Vietnamese counterparts.

Discussion: (U) Much talk is made concerning the need for rapport with Vietnamese counterparts. The need is great, granted, but there is an equal need to train and inform these people in correct and proper intelligence operational procedures. All the rapport in the world is worthless unless valuable results are obtained. In this Branch it has been seen that the Vietnamese are most reluctant to part with information which is necessary for proper intelligence planning and utilization of resources for which the United States provides funds. Counterparts must be made to realize how important this information is and that it needs to be obtained.

Observation: (U) It is felt that the winning of rapport with counterpart personnel should not be used as a screen for inefficiency and laziness. All efforts should be made to educate these people in the requirement for following basic intelligence procedures and habits.

Marking Classified Material

Item: (U) Some individuals preparing classified material fail to designate the classification of each paragraph or section. They believe that marking the classification in red ink at the top and bottom of each page is sufficient.

Discussion: (U) Many classified documents are reproduced by copying machines. Certain machines are unable to reproduce red ink. Reproduced, classified information could possibly be comprised if the classification of each paragraph is not indicated on the document.

Biographic Information Retrieval System

(2) Item: (C) There is a need for a biographic information retrieval system that will not only retrieve information but will formulate relationships between a subject and other individuals and organizations.

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Discussion: (C) Individual biographic data is compounded in importance if relationships can be established between a particular subject and other individuals and organizations. A system that could form these relationships would be invaluable in reconstructing the Viet Cong Infrastructure and compiling blacklists. Such a system would require the use of computerized data processing equipment and a program to provide adequate input.

Observation: (C) The use of a system that could formulate relationships should be considered when planning future EDP biographic programs.

3 Use of Diacritical Marks with Vietnamese Names

Item: (C) Without the use of diacritical marks it is impossible to insure identification of a Vietnamese name using only letters.

Discussion: (C) Vietnamese names can be spelled identically and yet be quite different because of the use of diacritical marks. Compounding the problem is the fact that western typewriters do not have keys for these diacritical marks. It is a proven fact that, without these diacritical marks, it is impossible to insure the identification of an individual by name alone.

Observation: (U) A general phonetic spelling system should be developed that could be typed on western typewriters. This system should be universally adopted to insure uniformity.

Use of UTM Grid Coordinates in Biographic Reports

Item: (U) Personalities should always be identified in reports with a location given in UTM grid coordinates and with a date of information.

Discussion: (U) The use of UTM grid coordinates enables an analyst to fix the location of an individual on a certain date and trace his travels if more than one report on an individual is received. This will enable analysis to determine trends in the movement of individuals and concentrations of individuals in one area during a particular period of time.

Observation: (U) All reports containing information should be required to contain the date of information and the UTM grid coordinates of the individual's location.

Statements of Intelligence Interest

Item: (U) There is a need for a central office to which statements of intelligence interest can be submitted to insure receipt of reports concerning areas of intelligence interest. ✓

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Discussion: (C) At the present time there is no apparent provision for a central office or facility for the distribution of reports and studies of intelligence interest. The result is that many agencies fail to receive information of value and it is necessary to canvass numerous agencies to determine the applicability of their work product to the needs of an organization. A central office to which statements of intelligence interest could be submitted, with that office making appropriate distribution to organizations with statements on file, would relieve this problem.

Observation: (U) Establishment of such a central distribution point and the use of statements of intelligence interest should be considered.

4
Intelligence Subject Code

Item: (U) The intelligence subject code does not effectively lend itself to counterinsurgency situations.

Discussion: (U) The intelligence subject code, while being invaluable in cataloging strategic information, is inadequate in the present counterinsurgency situation. Many new topics have attained importance and many facts previously considered trivial have become highly significant. The intelligence subject code does not contain many needed subjects and often does not go into enough detail in the subjects.

Observation: (U) With the proper amendments and adaptations, the intelligence subject code would be an invaluable tool in the filing and retrieval of information. A study to determine what changes would be appropriate would benefit all the agencies that are presently forced to design and employ their own code systems.

Essential Parameters for Retrieval Systems

Item: (U) Certain key parameters must be contained in any retrieval systems for it to be truly comprehensive.

Discussion: (U) Experience has shown that the success of any retrieval system is directly related to the choice of parameters used. It is also essential that the parameters be defined and determined prior to the inauguration of system. Some of the parameters that have been found to be the most useful are: subject matter of the report, province and/or district, UTM grid coordinates, source of information, identification number of the report and the date of information.

Observation: (U) Any retrieval system should employ, at a minimum, those parameters listed above.

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Map Reading and Grid Coordinates

Item: (U) Importance of map reading and the extensive use of UTM Grid Coordinates.

Discussion: (U) Many areas of Vietnam have no landmarks. National, province and district boundaries are uncertain and it's not uncommon for villages to change location or not be listed in any Gazetteer. The use of UTM grid coordinates in all reports is the only way to insure a definite point of reference. Because of the importance of properly designating locations, all personnel should have a thorough working knowledge of the use of maps and grid coordinates.

Observation: (U) All reference to specific locations in reports should be accompanied by the UTM grid coordinates for that location.

(S) Information and Advice to the Intelligence School

Item: (U) The intelligence school should be better informed of recent developments and practices in Vietnam.

Discussion: (U) A program to inform the intelligence school of recent developments and practices would allow the school to adapt its courses to meet existing requirements. This would directly affect the training and preparation of people projected for assignment in Vietnam. Better preparation in CONUS would mean a more efficient use of manpower during the short tour in Vietnam by reducing the retaining and break-in period.

Observation: (U) An office should be designated and publicized to which recommendations can be sent to be screened and forwarded to the Intelligence School.

Use of Electronic Data Processing

Item: (U) Electronic Data Processing (EDP) has proven to be the best available means for filing, retrieving and collating intelligence information.

Discussion: (U) Because of the need for rapid response to information requests, the fluidity of the political and combat situation and the large number of reports produced, there has been an extensive use of electronic data processing for filing and retrieving intelligence reports. There is every reason to believe that the future will see even further and more sophisticated use of such equipment.

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Observation: (U) Future application of EDP equipment to intelligence requirements should be anticipated by the development of a comprehensive subject code useable by EDP in a counterinsurgency situation. Future planning of the organization of intelligence units should include consideration of the advantages an EDP system offers and the possibility of including EDP equipment in the TC&E.

Intelligence Index Code

Item: (U) An intelligence filing system must be based on an index code that allows retrieval by many varied parameters.

Discussion: (U) The bulk of requests for information require a rapid retrieval of information on a particular subject or area rather than a lengthy analytical study of information on hand. This rapid retrieval can only be obtained through the use of a filing system which is designed so that material can be extracted using certain parameters that adequately cover the spectrum of anticipated requests.

Observation: (U) Parameters that will be used for retrieval must be established before documents have begun to be filed in a system.

Storage of Materials in Vietnam

Item: (U) Storage space in Vietnam is critically short.

Discussion: (U) There is always the problem of what to do with materials received which will not be used for an indefinite period of time. CONEX containers have been a practical solution, but CONEX containers are not built with vents. The humid climate in Southeast Asia comes to play here. CONEX containers hold moisture within and contents are often ruined by mildew and rot. Tentage suffers particularly when stored rolled up and secured in a CONEX container.

Observation: (U) It seems better to construct a floor and a roof over a storage area and leave stored equipment exposed so that some ventilation will keep rot and mildew to a minimum. Before storing any material in a closed area, care should be taken to insure that everything is dry before storage. Such action eliminates inherent moisture which, when vaporized by heat, spreads to other items stored in the same container.

Maintenance and Repair of Equipment

Item: (U) The climate of Southeast Asia precipitates tremendous maintenance problems - especially with moisture attacking steel parts.

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Discussion: (U) Insure that clay mud is removed from undersides of vehicles. Mud holds moisture and will rust metal from bottomside to top. Regular spot painting even if matching colors are not available, should be an essential part of established maintenance programs.

Observation: (U) To counteract rusting and deterioration a regular and enforced maintenance program must be implemented.

SECTION II

(part 2)

RECOMMENDATION

1. That examples of current operational problems encountered in Vietnam be included in the curriculum of the U.S. Army Intelligence School.

2. That a biographic information retrieval system be established that will provide information concerning relationships between individuals and organizations with a standard U.S. typewriter.

3. That a general phonetic spelling system should be developed for use in recording Vietnamese names.

4. That the Intelligence Subject Code be reviewed to determine whether or not additional subject headings applicable to counter-insurgency situations can be added.

5. That an office be established at the U.S. Army Intelligence School to which newly developed doctrine or procedures can be forwarded for review and consideration.

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AVHGC-DH (11 Aug 66) 1st Ind
SUBJECT: Operational Report-Lessons Learned (RCS CSFOR-65)6 SEP 1966

HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO San Francisco 96307

TO: Commanding Officer, 525th Military Intelligence Group, APO San Francisco 96307

1. Reference:

- a. USARV Regulation 870-2, dated 19 July 1966.
- b. USARV unclassified message, AVHGC 21590, 180255 Aug 1966.

2. The Operational Report-Lessons Learned (ORLL) reports for the 525th Military Intelligence Group, 1st Military Intelligence Battalion, and Co B, 519th Military Intelligence Battalion are returned to your headquarters herewith.

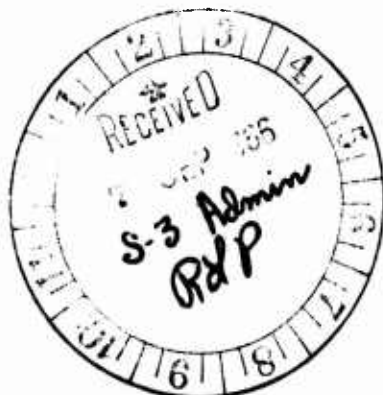
3. The ORLL reports for the 525th Military Intelligence Group and Co B, 519th Military Intelligence Battalion do not contain a paragraph entitled recommendations (para 5a (2)(b) USARV Reg 870-2).

4. Reports submitted by 1st Military Intelligence Battalion and Co B, 519th Military Intelligence Battalion have not been indorsed by your headquarters (para 6a, Appendix II to USARV Reg 870-2), (para 2 and 3 UNCL, AVHGC 21590).

5. Take necessary action and return attached reports to this headquarters by indorsement not later than 9 September 1966.

FOR THE COMMANDER:

1 Incl
ne



Wayne M. Duncan
WAYNE M. DUNCAN
Capt, AGC
Asst Adjutant General

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FROM CLASSIFIED INCLOSURES

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AVGJ-HO (6 Sep 66)

2nd Ind

SUBJECT: Operational Report-Lessons Learned (RCS CSFOR-65)

HEADQUARTERS, 525th Military Intelligence Group, APO 96307, 9 Sep 66

TO: Commanding General, United States Army, Vietnam, ATTN: AVHGC-DH,
APO 96307

Necessary action requested in paragraph 3 and 4 1st indorsement
has been completed by this Headquarters and subject reports are
returned herewith.

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no

Richard E. Adams
RICHARD E. ADAMS
Colonel, AIS
Commanding

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WHEN SEPARATED FROM
CLASSIFIED ENCLOSURE**

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AVHGC-DH (13 August 1966) 3d Ind
SUBJECT: Operational Report-Lessons Learned for the Period Ending
31 July 1966 (RCS CSFOR-65)

HEADQUARTERS, UNITED STATES ARMY, VIETNAM, APO San Francisco 96307

28 OCT 1966

TO: Commander-in-Chief, United States Army, Pacific, ATTN: GPOP-MH
APO 96558

1. (U) This headquarters has reviewed the Operational Report-Lessons Learned from the 525th Military Intelligence Group as indorsed and adds the following comments.

2. (C) Reference Section I, Paragraph 3b, Page 4: DAME, DASE and LIE Detection sections are 30-series TOE cellular organizations which have not yet arrived in RVN. These elements are listed in the troop program and will join the 525th Military Intelligence Group in April 1967.

3. (U) Reference Section II, Part I, Page 11, Statements of Intelligence Interest: The recommendation to form a central office for the distribution of reports and studies of intelligence interest will be forwarded to MACV J2.

4. (U) Reference Section II, Part 2, Page 15:

a. Paragraph 1: This headquarters prepares periodically a report entitled Battlefield Reports - A Summary of Lessons Learned, which contains useful information for training and service school use. The US Army Intelligence School receives two copies of this report. In addition, Operational Reports-Lessons Learned are submitted quarterly with copies, indorsed by the next higher headquarters, going directly to DA ACSFOR for dissemination to interested action agencies.

b. Paragraph 2: The recommendation to establish a biographic information retrieval system will be forwarded to MACV J2.

c. Paragraph 3: Diacritical marks should be made with pen and ink.

d. Paragraph 4: The 525th Military Intelligence Group will submit specific recommendations for the addition of subject headings to the Intelligence Subject Code. Proposed changes, additions or dele-

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DECLASSIFIED AFTER 12 YEARS
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AVHGC-DH (13 August 1966) 3d Ind
SUBJECT: Operational Report-Lessons Learned for the Period Ending
31 July 1966 (RCS CSFOR-65)

tions will be forwarded to MACV J2 thru USARV G2.

e. Paragraph 5: Newly developed doctrine and procedures based on operations in RVN should be forwarded to HQ USARV ATTN: AVHGC-DH for further forwarding to the US Army Intelligence School. The need to establish an office at the US Army Intelligence School to handle this material, should be determined at the school level.

FOR THE COMMANDER:



R. J. THORNTON
1st Lt, AGC
Asst Adjutant General

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